1999 Communications and Customer Service Conference

November 2 - 4

Welcome and Introduction

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Deputy Director – Communications and Customer Service

Director, Communications – TRICARE Management Activity

Customer Service

TRICARE

Mr. Gary Birdwell

Executive Director – Health Insurance Operations,
USAA Life Insurance Company

I FALL TO PIECES...

For Gourmet Customer Service

1999 TRICARE
COMMUNICATIONS
AND
CUSTOMER SERVICE
CONFERENCE
November 3, 1999
Albuquerque, NM

GARY E. BIRDWELL
Executive Director
Health Insurance
Operations
USAA Life Insurance
Company

“SERVICE” at USAA

- Service is the cornerstone of USAA’s culture and reputation
- Our most important Key Result Area is Service

SERVICE

Continually improve USAA’s traditionally high standard of service while sustaining a strong financial position

- Service can be...
  - a competitive edge
  - a family relationship
  - a core value
  - a matter of honor

“SERVICE” at USAA

- “Gourmet” customer service must be mined from the Culture,
  Te[illegible]e, and Custome[illegible]
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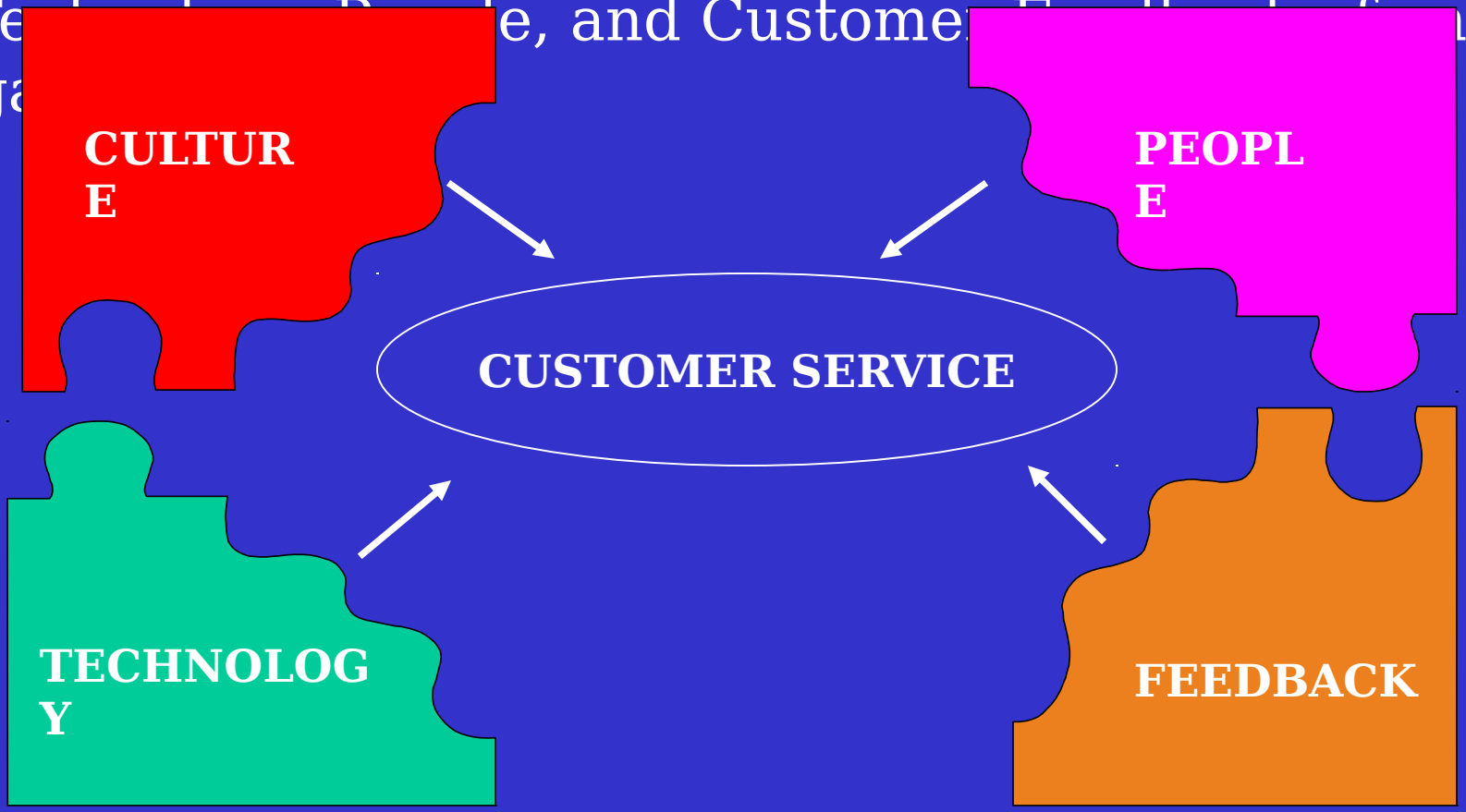
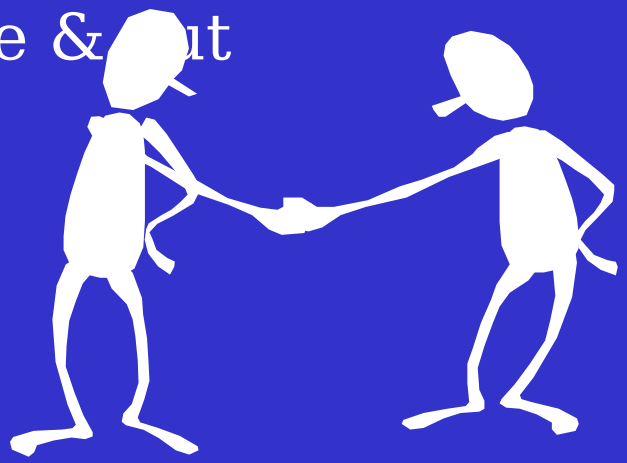
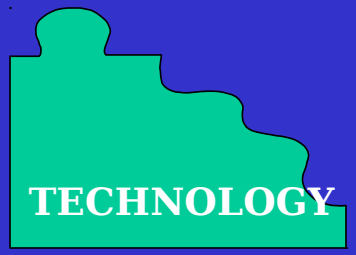


THE CULTURE PIECE

- Common ground - we serve the most important market in America
- "Know" market or "no" market!
  - Do we really know who we are serving? Just ask!
  - Champion change management
  - Tell us how we are doing every day
- Live the Golden Rule - inside & out
  - Ethics
    - Integrity
      - Respect
        - Action!



THE TECHNOLOGY PIECE

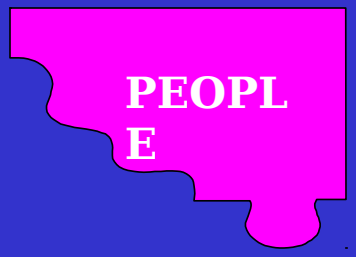


- Technology is only good if you can turn it into better service and
  more satisfying jobs
- Technology is an integral part of the service continuu
  - Providing “Gourmet” service
  - Post-transaction surveys

- The USAA Technology equation:
  Customer Service = ENBSS + IMAGE + CVRS + ACM + PRIDE + MV + MTF + ECHO + WWW x TNG^2

- Bottom Line: Balance high-tech functionality with hig capability

THE PEOPLE PIECE



- “People” are our Alpha & our Omega
- Sharp customer focus begins with recruitme
- Provide for “culture saturation”
- Train today, train tomorrow, train always
- Let your staff “own” the process

THE FEEDBACK PIECE

- Is the customer really first?
  - …and the survey says: 70% say no
  - What is your "culture"?
- Feedback: Dynamic or Static?
  - What sources of feedback are available?
  - Is the information actionable?
- Finding the feedback "Pot of Gold"
  - Let your customers know the feedback is use
  - Build recognition programs around custome
  - Simplify

MAKING THE PIECES FIT

- The organization lives because of the people, the past, the present, and the future.
- Technology is a powerful customer service to
- Feedback is only valuable when used
- People are our most precious resource